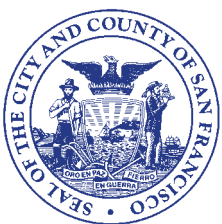




**MOHCD**

**FISCAL YEAR 2017-2018**

**ANNUAL PROGRESS REPORT**



MAYOR'S OFFICE OF  
**HOUSING & COMMUNITY DEVELOPMENT**



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# Message from the Director



Just a year ago, San Francisco suddenly lost a favorite son, Mayor Edwin Lee. We peacefully transitioned through an interim mayoral administration and then through a Board of Supervisors-elected administration. And in June, San Franciscans chose Mayor London Breed to lead our City – a favorite daughter – no doubt impressed with her compelling personal history, her staunch pro-housing policies, and her commitment to work hard every day to make San Francisco a city in which everyone can find opportunity and thrive.

Our focus at the Mayor's Office of Housing and Community Development – to create affordable housing opportunities and deliver essential community services to all in need – aligns with our new Mayor's vision, commitments and goals. Highlights of MOHCD's 2017-2018 fiscal year (July 1, 2017-June 30, 2018) include:

- » Continued progress toward the goal of producing or preserving 10,000 units of affordable housing by 2020; as of June 30, 2018, we were 73% of the way there!
- » Enhanced protections for vulnerable households, through vigorous eviction defense and other legal services.
- » Celebrations with our close partners and collaborators, HOPE SF and the Office of Community Investment and Infrastructure, as they opened new phases of the Hunters View and Alice Griffith public housing developments, thus advancing the City's fierce commitment to supporting our public housing

communities and remedying decades of neglect.

- » Continuation of MOHCD's anti-displacement efforts through the Small Sites Program.
- » Expansion of our housing outreach and access programs to ensure that we make all housing opportunities equitably available; as of June 30, 2018, 1.6 million people have visited our Database of Affordable Housing Listings, Information, and Applications (DAHLIA).

While we counted many successes in 2017-2018, we do not underestimate the serious challenges ahead:

- » Ever-rising construction costs threaten our ability to maintain the affordable housing production pace of the last several years. We look forward to continuing our great relationships with architects, contractors, developers, policy-makers and innovators as we seek ways to bring costs down and deliver the affordable housing our communities need.
- » Though federal immigration and border policies may display a profound lack of compassion and rationality, we are committed to continuing delivery of high-quality services that support our immigrant families.
- » While federal tax policies may exacerbate income inequality, we are determined to provide the housing and services that dissolve those inequities and keep our City the strong, vibrant, dynamic place

we love.

We thank our many partners – clients, residents, advocates, community-based organizations, affordable housing developers, elected representatives, City staff, lenders, investors, and policy-makers – for their collaboration and commitment to helping us deliver the work described in these pages in the highest quality manner possible. We could not have achieved the enclosed accomplishments without these partnerships. We look forward to our continued work together and more successes for San Francisco in 2018-2019!



Kate Hartley  
*Director*

Mayor's Office of Housing and Community  
Development

# About MOHCD

MOHCD's mission is to support San Franciscans with affordable housing opportunities and essential services to build strong communities.

The department is organized into two divisions – Housing and Community Development.

The **Housing** division focuses on creating housing policies and programs that create safe, stable, and affordable housing. Specifically, MOHCD's Housing division:

- » Guides and coordinates the City's housing policies.
- » Administers a variety of financing programs to develop new affordable housing, help low- and moderate-income households buy their first homes, and assist low-income homeowners with necessary home repairs.
- » Along with the Community Development division, administers the City's Housing Trust Fund of 2012, which will invest \$1.5 billion in affordable housing production and housing programs over the next 30 years.
- » Monitors the long-term affordability and physical viability of the MOHCD-assisted affordable housing portfolio in accordance with Federal and local requirements.

The **Community Development** division works with a broad network of community-based partners to create an inclusive and equitable City where all residents can thrive. Specifically, MOHCD's Community Development division:

- » Administers major federal grant programs, including: U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program; Emergency Solutions Grant (ESG) program; Housing Opportunities for Persons with AIDS (HOPWA) program.
- » Implements the City's inclusionary housing program, which provides affordable rental and ownership homes within market-rate developments.
- » Manages local General Fund money to support a wide range of services, which included \$21.8 million in grant funds in 2017-2018.
- » Works in close collaboration with the Mayor's Office and the Board of Supervisors to be responsive to emerging needs. In 2017-2018, this included increased investments and new strategies to enhance services to promote tenants' rights and prevent evictions, increase housing stability, further legal and social support to recent immigrant communities, and support cultural districts.
- » Partners with community-based organizations and coalitions to engage residents and stakeholders in community planning activities.



Bayview YMCA's Workforce and Center for Academic Re-Entry and Empowerment (CARE) program participants.

MOHCD's work is guided by two primary planning documents. First, the Strategic Plan for 2016-2020 outlines work scope and implementation strategies under the categories of Housing, Community Development, and Policy and Legislation. Through those strategies, MOHCD strives to:

- 1) Create permanently affordable housing
- 2) Preserve affordable housing
- 3) Improve access to affordable housing
- 4) Promote self-sufficiency for all and protect rights
- 5) Foster healthy communities and neighborhoods.

The following report is organized according to the above-listed strategies.

Second, the *Consolidated Plan for 2015-2020* serves as the application for a number of federal funding sources, and provides additional context for MOHCD's work.

Both documents can be found on MOHCD's website at: <http://sfmohcd.org/plans-progress-reports>.



# Progress toward Mayor's 30K Housing Goal

MOHCD is well on its way to achieving the goal Mayor Lee set forth in 2014: to preserve or construct 10,000 units of housing affordable to low-income households by 2020. As of July 1, 2018, the City has achieved a new/preserved unit count of 7,340 affordable units, 73% toward the Mayor's affordable housing goal, and 33% of the 22,009 units produced since 2014. MOHCD's production numbers include:

## 2,937

**New below market-rate apartments**

This includes affordable housing for very low-income seniors, families, and formerly homeless households.

## 3,480

**Renovated public housing units**

Former public housing was transferred to community-based non-profits for substantial rehabilitation.

## 923

**Rehabilitated affordable apartments**

Existing affordable units were rehabilitated to extend their useful lives and preserve their affordability.



Photo opposite page: Ava and her parents, Mission neighborhood.

Hunters View HOPE SF development and the San Francisco skyline in the background.

## STRATEGY 1

# Create New Permanently Affordable Housing

## HOUSING GRAND OPENINGS AND GROUNDBREAKINGS

In 2017-2018, MOHCD celebrated the grand re-dedications of five former public housing developments that were rehabilitated under HUD's Rental Assistance Demonstration (RAD) Program: 1150 Scott Street (Robert B. Pitts), 255 Woodside Avenue, 430 Turk Street, 491 31st Avenue, and 666 Ellis Street. Additionally, MOHCD celebrated the grand opening of 1009 Howard Street (Bill Sorro Community) and the groundbreaking of 455 Fell Street in Hayes Valley, 1477 Sunnysdale Avenue (Parcel Q in Sunnysdale, part of the Sunnysdale HOPE SF initiative), and 1296 Shotwell, the first new affordable housing development in the Mission in over 10 years.

## NEW PROJECT FUNDING AND ACQUISITIONS

To support the development of new affordable housing in 2017-2018, MOHCD issued three Requests

for Proposals (RFP) and one Request for Qualifications (RFQ) and acquired one site for new development.

### *Requests For Proposals / Public Lands For Housing*

**Octavia Boulevard Parcels R, S And U.** In August 2017, MOHCD issued an RFP for the land at Octavia Boulevard Parcels R, S and U, among the last parcels opened for development by the demolition of the Central Freeway in the Hayes Valley neighborhood. Parcels R, S and U are a critical part of the overall Central Freeway affordable housing program, with Parcel U being the only parcel specifically identified to provide rental housing opportunities for Transition-Age Youth. MOHCD selected Tenderloin Neighborhood Development Corporation to develop the sites, slated to start construction in 2020, pending receipt of Inclusionary Fees generated through the development of One Oak, a market-rate development located in the neighborhood.



Groundbreaking of the Sunnysdale Parcel Q project.





On May 24, 2018, the 666 Ellis Street project was reopened and rededicated as a residence serving elderly and disabled households in San Francisco.

**4th And Folsom.** In August 2017, MOHCD issued its RFP for the development of new affordable housing on the vacant property at 266 4th Street at the intersection of 4th and Folsom Streets. The site is immediately adjacent to the future entrance of the Yerba Buena/Moscone Central Subway Station (the “Station”), which is currently under construction. A portion of the site lies directly above the Station, which is scheduled to be completed in 2019. MOHCD selected Tenderloin Neighborhood Development Corporation to develop the site, which is expected to begin construction in 2021.

**Francis Scott Key Annex: Teacher Housing.** In collaboration with the San Francisco Unified School District (SFUSD), MOHCD issued its RFP for the development of new affordable housing on the mid-block parcel bounded by Irving Street, 42nd Avenue, Judah Street and 43rd Avenue, known as Francis Scott Key Annex, a 60,000 sf site owned by SFUSD. A cross-sector selection panel chose MidPen Housing to lead the development team. Construction of new affordable homes for teachers and school district employees will commence in 2021.

### ***Request For Qualifications***

MOHCD issued its RFQ for the development of new supportive housing on the property located at 1064-8 Mission Street in October 2017. In FY16-17, MOHCD negotiated with the federal government to gain site control of this parking lot through the Federal Property Assistance Program (FPAP). The RFQ sought a team to develop the property as approximately 250 rental homes for formerly homeless adults and seniors, utilizing modular construction and related technologies to construct the buildings. A selection panel chose Mercy Housing and Episcopal Community Services to develop the site, which is expected to begin construction in 2020.

### ***Site Acquisitions***

**730 Stanyan Site Acquisition.** MOHCD purchased the site at 730 Stanyan Street in April of 2018 with CDBG funds. The site, located in the Haight-Ashbury neighborhood and formerly operated as a fast food restaurant, sits in a vibrant location at the entrance to Golden Gate Park. MOHCD will sponsor the development of more than one hundred rental homes affordable to low- and moderate-income households. The development process is expected to take several years, so a temporary use will be established in FY 2018-2019.

## MIDDLE-INCOME HOUSING

The work that MOHCD initiated in 2015-2016 to create housing opportunities for households earning between 61% and 150% of area median income (AMI) continued in 2017-2018. MOHCD, in collaboration with the San Francisco Unified School District, is supporting housing development at the Francis Scott Key site, 60% of which will serve middle-income educator families. Progress also continues on the production of new middle-income housing at 88 Broadway and 735 Davis, family and senior housing developments, respectively. In addition, MOHCD doubled the dollar amount from \$20,000 to \$40,000 of the “Teacher Next Door” program and assisted 10 San Francisco Unified School District educators with a forgivable loan for the purchase of their first home. MOHCD also provided nearly \$1.3 million in down payment assistance for middle-income educator households with an average loan amount of \$328,000.

Finally, an important part of MOHCD’s middle income strategy is the acquisition of existing properties vulnerable to market pressures and conversion to permanent affordable housing with units available to families earning up to 120% AMI through the Small Sites Program. To date, this program has preserved 184 units, with 74 of them for moderate-income households.

## PERMANENT SUPPORTIVE HOUSING

MOHCD funds the development of new permanent supportive housing (PSH) for households that previously experienced homelessness, with an emphasis on chronically homeless individuals and families, in support of the Department of Homelessness and Supportive Housing’s Five Year Strategic Framework 2017-2022.

The following development with permanent supportive housing for chronically homeless individuals and families was completed in 2017-2018:



John Burton Foundation Housing Complex

|                                 |                                                                               |
|---------------------------------|-------------------------------------------------------------------------------|
| Name/ Address                   | <b>John Burton Advocates for Youth Housing Complex</b><br>800 Presidio Avenue |
| No. of Homes                    | 50                                                                            |
| No. of PSH Homes                | 25                                                                            |
| Type of Special Needs Referral  | Homeless Transition Age (18-24 Years) Youth                                   |
| Sponsor(s)                      | Booker T Washington Community Center                                          |
| Supportive Services Provider(s) | First Place for Youth                                                         |

For the John Burton Foundation Housing Complex, MOHCD entered into a Local Operating Subsidy Program (LOSP) contract and the Department of Homelessness and Supportive Housing entered into a supportive services contract.

**STRATEGY 2**

# Preserve Affordable Housing

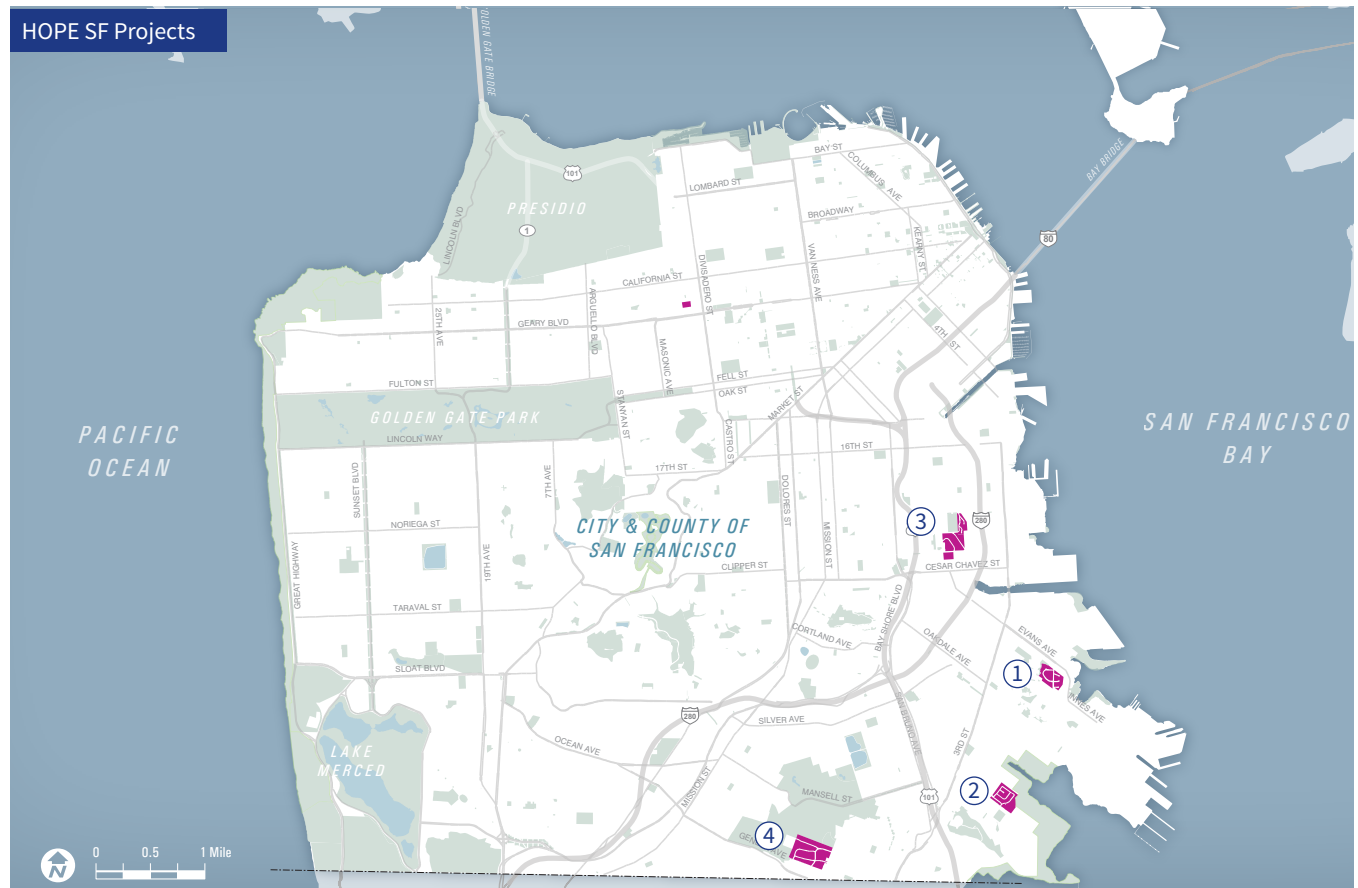
**RENTAL ASSISTANCE DEMONSTRATION PROGRAM (RAD)**

In 2015, MOHCD closed the financing for Phase 1 of the City's Rental Assistance Demonstration Program (RAD), a HUD initiative that allows for the transfer of public housing buildings to nonprofit ownership. Through this transfer, selected affordable housing teams undertook substantial rehabilitation and preservation work at the properties. In 2016, MOHCD closed RAD Phase 2, bringing the total number of public housing units rehabilitated and preserved to 3,480, and the total value of new resources employed in the effort, including public and private funding, to over \$2 billion. As of September 2018, 18 of the 28 projects have completed rehabilitation. A historic transformation effort, San Francisco's RAD program ensures that thousands of the City's most vulnerable residents can permanently enjoy safe, decent, and affordable housing, with new and comprehensive supportive services in every building.

MOHCD is also providing technical assistance to owners of 23 San Francisco projects originally subsidized by HUD's Section 8 Moderate Rehabilitation program, in support of RAD conversions that will result in increased operating income for these projects. Comprising a total of 1,052 units, these legacy projects date from the 1980s and 1990s and primarily house formerly homeless individuals.



255 Woodside is a Rental Assistance Demonstration Program (RAD) building that provides 109 affordable apartment homes for seniors.



① Hunters View



② Alice Griffith



③ Potrero Hill



④ Sunnydale



## HOPE SF

Launched in 2007 and now spanning four mayoral administrations, HOPE SF is a twenty-year human and real estate capital commitment aimed at creating racially equitable, mixed-income communities in which the original public housing residents can experience the benefits of neighborhood transformation. Leveraging MOHCD's investments in public housing and affordable housing transformation, HOPE SF takes a place-based approach by expanding conditions of inclusion and the re-enfranchisement of public housing residents through deep investments in education, economic mobility, health, and community leadership across four of the largest and most historically isolated former public housing communities in the City: Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale.

In 2017-2018, the Mayor's HOPE SF initiative continued to distinguish itself as a locally and nationally recognized anti-poverty innovation, successfully re-housing 535 families, markedly improving household employment and income levels, and achieving record low-levels of neighborhood crime across each community. In close collaboration with its many public and private partners, particularly the Office of Community Investment and Infrastructure, the HOPE SF development teams coordinating the physical transformation of the sites with resident-led community building and services support achieved the following signature milestones:

- ① **Hunters View.** The final 54 former public housing households at Hunters View were successfully re-housed in their community with the completion of Block 10, bringing the percentage of legacy families successfully relocated and retained to 70%, a remarkable achievement compared to the national rate of return of 27.6% for all public housing residents in HOPE VI developments from 1993 to 2014. Also, the market-rate developer City Ventures finalized a deal to build 80 for-sale townhomes in the community, advancing the mixed-income vision of HOPE SF.

- ② **Alice Griffith.** Across three phases, 303 units of newly built affordable housing were completed in Double Rock successfully housing 207 former public housing households, and bringing the retention rate to 82% with only a handful of households remaining to be housed in 2019.
- ③ **Potrero Hill.** For the first time in three generations, the commencement of construction at Potrero Hill occurred at Block X with a state-of-the-art building that will provide 72 affordable units in early 2019.
- ④ **Sunnydale.** Parcel Q (55 units) commenced construction in 2017-2018 and 23 families wishing to move to brand-new units successfully relocated to Transbay 7 Natalie Gubb Commons. The economic opportunity provided by the Sunnydale redevelopment allowed 22 residents to be successfully placed in new construction jobs.

## SMALL SITES PROGRAM

In 2017-18, MOHCD made loans totaling \$11,604,000 to assist three nonprofits to acquire and rehabilitate five properties with one commercial and 55 residential units under the Small Sites Program. Established in the 2014-15 fiscal year and funded by local sources, the Small Sites Program is an acquisition and rehabilitation loan program for multi-family rental buildings of 5 to 25 units. The program was created to protect long-term affordable housing in smaller properties throughout San Francisco that are particularly vulnerable to market pressure and resulting property sales, increased evictions and rising tenant rents. Please see [Appendix Table 4](#) for Small Sites Program revenues and commitments through Fiscal Year 2017-2018.

Of particular note was the June 2018 Small Sites Program acquisition of the Gran Oriente, a 24-unit property located in the South of Market that is of significant historical and cultural value, especially to the City's Filipino community.

## STRATEGY 3

# Improve Access to Affordable Housing

## HOUSING ACCESS

In 2017-18, MOHCD funded 17 projects through 13 separate community-based organizations (CBOs) designed to facilitate access and placement in affordable rental housing. The CBOs served over 5,137 San Franciscans with special needs, including monolingual non-English speakers, people with disabilities, seniors, people experiencing homelessness, veterans, disconnected LGBT individuals, transitional age youth, re-entry populations, and survivors of domestic violence. Project work included housing counseling, financial education and counseling, and assistance in applying for affordable housing opportunities.

**Down Payment Assistance:** Between July 2015 and September 2018, MOHCD successfully helped 19 educators purchase their first homes in the City through the Down Payment Assistance Loan Program (DALP) and Teacher Next Door (TND) program. DALP provides up to \$375,000 as a deferred payment loan, and TND provides up to \$40,000 as a forgivable loan to help educators purchase either BMR or market-rate homes.

**Housing Stabilization:** MOHCD has continued to fund HomeownershipSF and the Eviction Defense Collaborative to provide housing counseling and eviction defense services to educators. MOHCD presented housing services options at five of SFUSD's new educator onboarding workshops. From July 2015 through September 2018, 165 educators received services such as one-on-one housing counseling, housing clinic workshop participation, educator hotline assistance, rental subsidies, and legal services.

## AFFORDABLE HOUSING LOTTERIES

In 2017-2018, MOHCD conducted 101 housing lotteries in which nearly 45,000 households applied for 490 affordable homes. These lotteries included 2,545 applications by low- to moderate-income hopeful homeowners for 91 condominiums and 42,364 very low- to low-income household applications for 399 rentals. For each lottery, MOHCD uploads all applications into a third-party cloud-based database, from which they are sorted in random order.



MOHCD hosting a homeownership program workshop at the SF Housing Expo, June 2018.





Ivan and his family, Outer Sunset neighborhood.

### **DATABASE OF AFFORDABLE HOUSING LISTINGS, INFORMATION & APPLICATIONS (DAHLIA)**

The DAHLIA San Francisco Housing Portal is a long-term project to create a one-stop centralized place to find City-sponsored affordable housing. In 2018, MOHCD added online applications for our 100% affordable portfolio to DAHLIA, completing the MOHCD rental program transition to online listings and online applications. Usage of the site continues to grow as more residents come to rely on this valuable resource for finding and applying for affordable housing. In 2017-2018, 41,270 households applied for MOHCD-sponsored rental housing through DAHLIA. While MOHCD will not stop offering paper applications for housing, only 8% of applicants applied for rental housing via paper. DAHLIA's past and ongoing development is a collaborative effort by City departments, housing counselors, advocates, developers, leasing agents, and, most importantly, past applicants and current residents of affordable housing in San Francisco. MOHCD continues to refine and expand DAHLIA's services. Features in development include developer partner resources, including lease-up administration and waitlist management.

### **NEIGHBORHOOD PREFERENCE & DISPLACED TENANT PREFERENCE EXPANSION**

The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates in the City's rent-controlled housing. DTHP offers housing lottery priority in 20% of affordable units in new and existing City-funded housing developments. Individuals displaced from rent-controlled homes due to an Ellis Act or Owner Move-In eviction or because of long-term displacement by a fire are eligible for DTHP. MOHCD housed 42 tenants evicted from their rent-controlled homes in 2017-2018, and a total of 239 tenants since the program's inception in 2014.

To further protect existing San Francisco residents, the Neighborhood Resident Housing Preference (NRHP) gives a housing lottery priority to residents of the supervisorial district (and people living within a half mile radius) in which most new affordable units are created for up to 40% of available units. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing. In 2017-2018, its first year of implementation, 8 households were able to secure new affordable housing in their own neighborhood using NRHP. Please see [Appendix Tables 5B and 6](#) for additional information about NRHP activities.

### **CERTIFICATE OF PREFERENCE PROGRAM**

The Certificate of Preference (COP) program gives a lottery preference to persons displaced in the 1960's-1970's by the former Redevelopment Agency's urban renewal programs in all City-sponsored and Office of Community Investment and Infrastructure (OCII)-sponsored affordable housing developments. There are currently 655 active COP holders who have not used their certificates. During the reporting period, 35 COP holders secured affordable housing. Please see [Appendix Table 5A](#) for more COP activities.

### **DOWNPAYMENT ASSISTANCE LOAN PROGRAM**

MOHCD's homeownership assistance programs helped 201 households purchase their first home in San Francisco in Fiscal Year 2017-2018:

- » 20 low- to middle-income families purchased market-rate homes with MOHCD's expanded Downpayment Assistance Loan Program (DALP). Households earning up to 175% of AMI could borrow up to \$375,000 in down payment assistance funding from either Housing Trust Fund proceeds or MOHCD's 2015 General Obligation Housing Bond.
- » 91 low- and moderate-income households purchased below market-rate (BMR) homes.
- » 3 police officers, sheriff and fire department employees received assistance from the First Responders Downpayment Assistance Loan Program.
- » 10 SF Unified School District educators received Teacher Next Door forgivable loans of up to \$40,000.
- » 132 homes were purchased with other MOHCD first-time homebuyer assistance programs.

In total, the down payment assistance programs distributed \$10,125,412 in deferred loans in 2017-2018.

### **POST-PURCHASE HOMEOWNER SERVICES**

MOHCD provides services that not only assist in the purchase of a household's first home, but also help homeowners protect their investments and stay in their homes:

- » MOHCD provides access to property rehabilitation and lead remediation services to ensure the health of all San Francisco families.
- » Our mortgage assistance loan program assists households in danger of foreclosure due to unaffordable HOA special assessments or mortgage arrears.
- » MOHCD's comprehensive loan servicing team addresses resales, refinancings, loan and grant pay-offs, title changes, and capital improvement requests.
- » MOHCD also monitors program compliance, to ensure that precious housing resources are going where they should, and enforces program rules in collaboration with the City Attorney's Office, Planning Department, the Office of Short-Term Rentals and the Assessor Recorders Office.

Non-profit partners greatly assist with the stewardship of the BMR and DALP programs. HomeownershipSF, for example, provides homeownership counseling, quarterly newsletters informing owners of upcoming workshops and programmatic updates, as well as quarterly workshops on a variety of topics of interest to our homeowners. During the reporting period, there were four workshops for 2017-2018 attended by nearly 100 people, ranging in topic from estate planning to property maintenance.

## STRATEGY 4

# Promote Self-Sufficiency for All and Protect Rights

## FINANCIAL EDUCATION

Projects funded through this program area provide individualized financial education counseling, basic banking services, predatory lending alternatives, and/or financial coaching services, all designed to help individuals achieve self-sufficiency and improve financial security. In 2017-2018, MOHCD supported six community-based organizations through eight projects that provided 2,943 residents with financial counseling, education and coaching.

## SUSTAINABLE HOMEOWNERSHIP

This program area funds counseling and education programs for prospective first-time homebuyers and current homeowners. Services include credit counseling, budgeting, savings, local program application assistance, and mortgage qualification. Grantees are HUD-approved housing counseling agencies that follow the National Industry Standards for Homeownership Education and Counseling. In 2017-2018, MOHCD supported seven programs with seven community-based organizations, which provided pre-purchase education and counseling to 3,235 residents.

## EVICTON PREVENTION

To ensure that low- to moderate-income City residents are properly represented, informed, and protected in landlord-tenant actions, MOHCD funds tenant counseling, legal services, rental assistance and other anti-displacement programs. MOHCD's investments in these services have increased significantly since 2012 to match the growing rate of evictions. In 2017-



Causa Justa :: Just Cause marching for tenant rights.

2018, the department funded 31 projects with 18 different community-based organizations, for a total of \$7,724,366 in grant funds. These projects provided full legal representation to 4,174 residents and provided an additional 2,516 households with tenant education and counseling.

## LEGAL SERVICES

Additional MOHCD-funded legal services aim to reduce barriers to economic self-sufficiency. The programs address employment rights, immigration status, domestic violence and personal safety, benefits advocacy, consumer rights and legal protections, and issues of discrimination. This is a portfolio of work that has grown significantly in recent years, particularly as immigrant communities have needed greater support and assistance. In 2017-2018, MOHCD funded 24 projects with 16 different agencies, for a total of \$7,842,902 in grant funds. The projects provided full legal representation to 2,754 San Francisco residents, and legal counsel and advice to another 3,836 residents.

## SERVICE CONNECTION

MOHCD supports projects that provide both intensive case management and serve as intermediaries to a network of social services through referrals and linkages. Service Connection is designed to connect people with additional support, address the whole range of an individual's or family's needs, and help people build their capacity to improve their lives and move toward self-sufficiency. MOHCD funded 28 projects with 25 different agencies in 2017-2018, for a total of \$2,951,594 in grant funds. These projects provided case management, including development of an Individual Service Plan, with 1,445 low- and moderate-income residents.

## SKILL DEVELOPMENT, EDUCATIONAL SUPPORT, AND WORKFORCE READINESS

Through this program area, community-based organizations provide training and skills development for low- and moderate-income San Francisco residents. Services are focused on helping individuals achieve economic self-sufficiency, educational success and workforce readiness. In 2017-2018 MOHCD funded 31 projects, with 28 different community-based organizations. Through these projects, over 2,100 residents received training and skill development services.



Causa Justa :: Just Cause staff at a tenant rights event.



Mercy Housing California staff sharing information about a housing opportunity at the SF Housing Expo, June 2018.



Homeless Prenatal staff, Antoinette.

## STRATEGY 5

# Foster Healthy Communities and Neighborhoods

## PLACE-BASED SERVICES IN HOUSING

This program area focuses on service delivery to residents in affordable housing and public housing, such as the HOPE SF projects and the RAD projects described earlier in this report.

In the RAD portfolio's 28 buildings (with approximately 3,500 units), MOHCD staff work with owners and property managers to develop and implement a services model that integrates with property management. This model focuses on tenant engagement, community building and service connection, with an emphasis on housing stability, health and wellness, education, economic mobility, and public safety. The first year of implementation (with 1,422 units in full operation) resulted in robust calendars of weekly activities for RAD tenants, as well as 81 rent repayment agreements between owners and residents who fell behind on rent. Those weekly activities continued in the second year of implementation, with MOHCD's and its partners' work scope expanded to assist Phase 1 households (approximately 1,422) transition back into repaired and remodeled units. The RAD placed-based services further expanded in 2017-2018 as RAD Phase 2 work continued, with another 2,066 households temporarily moving out to units used for relocation and then back to newly renovated units. Rent repayment agreements in 2017-2018 totaled 264, but through these efforts, the eviction rate at RAD sites continued to be very low as tenants were offered support to minimize evictions to the greatest extent possible (currently 5 % for Phase 1 and 2% for Phase 2 properties).



Claudia and her children, Outer Mission neighborhood.

## SUPPORTIVE HOUSING FOR PERSONS LIVING WITH HIV AND AIDS

Through this program area, MOHCD funds supportive services, case management, and operating costs for long-term facilities that serve people with HIV/AIDS, and also provides deep rent subsidies and housing advocacy/case management services for persons with HIV/AIDS. MOHCD's 2017-2018 funding went to ten projects with eight different community-based organizations and helped 537 individuals secure more stable housing and supportive services.

## DOMESTIC VIOLENCE SERVICES

Survivors of domestic violence are a vulnerable population for whom MOHCD sponsors housing, case management and legal services support. In 2017-2018, MOHCD assisted three shelter programs and three legal services projects that serve survivors of domestic violence. The programs assisted 292 individuals in their effort to secure safe, permanent housing and provided legal services to 485 individuals.

## COMMUNITY BUILDING AND NEIGHBORHOOD PLANNING

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. In 2017-2018, MOHCD supported 26 projects with 23 different community-based organizations, resulting in the facilitation of 279 community meetings, events or workshops with nearly 4,000 residents attending one or more. Over 1,016 residents were engaged in more sustained community or neighborhood involvement. In addition, MOHCD awarded 39 community action grants to neighborhood projects through community-led processes.

## IMPROVEMENTS TO COMMUNITY FACILITIES AND PUBLIC SPACE

MOHCD is the primary City agency that funds the rehabilitation or new construction of non-profit facilities that serve low-income families and individuals. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards. In 2017-2018, MOHCD's capital program assisted 15 organizations in making significant improvements or repairs to their facilities and brought improvements to six community and public spaces.

## SOMA COMMUNITY STABILIZATION FUND

Through the SoMa Community Stabilization Fund, MOHCD funds affordable housing, economic and



The Gran Oriente in the South of Market Area

workforce development, community cohesion, and infrastructure improvements. The Fund was created in 2006 to mitigate the impact of rapid residential development in the South of Market (SoMa) neighborhood. A seven-member Community Advisory Committee meets regularly to advise MOHCD and the Board of Supervisors on expenditures of the Fund. In 2017-2018, the SoMa Fund invested approximately \$1.25 million in 22 projects, varying from capacity building to social services and economic development. The Fund also expended \$5 million to stabilize 24 units of affordable housing at the Gran Oriente (see the Small Sites Program section), which has cultural and historical significance for the Filipino community in SoMa.

Photo opposite page: Supervisor Malia Cohen and Mayor London Breed celebrate the grand opening of FranDelJa Fairfax Childcare Center at Hunters View, January 2018.

A photograph of three women standing behind a wooden podium. The woman in the center is speaking into a microphone. The podium features the Seal of the City of San Francisco. The background is a grey wall decorated with colorful, three-dimensional letters. The floor is covered with a blue carpet.

## **POLICY, LEGISLATIVE & MONITORING UPDATES**

# Policy, Legislative and Monitoring Updates

## LEGISLATION IN 2017-2018

In 2017-2018, the Mayor and the Board of Supervisors focused on the housing affordability crisis by advancing policies to accelerate housing production, increase production through cost-saving efforts, and combat displacement.

Regarding cost containment, MOHCD led a series of working groups in 2017-2018 with affordable housing partners to identify solutions to the high cost of construction through adaptation of building technologies, regulatory reform, and design innovations. MOHCD has subsequently continued work with City department partners and stakeholders on the implementation of consensus recommendations.

Streamlining efforts have been underway through the application of the State's by-right legislation passed in 2017. Additionally, MOHCD has been collaborating with other City departments to meet accelerated permit deadlines for housing production set by Mayor Lee in his 2017 Executive Directive. Departments are providing quarterly reporting on the status of affordable housing projects as required by legislation passed by the Board.

San Francisco voters created a new source of funds for housing preservation with their passage of Proposition C in 2016, which re-purposed the Seismic Safety Loan Program to allow \$261 million of unspent bond capacity to be used for the acquisition and rehabilitation of at-risk housing. Legislation creating the new Affordable Housing and Seismic Safety Loan Program was recently passed by the Board of Supervisors, allowing for the availability of bond funds in early 2019.

Finally, MOHCD is in the process of implementing the Right to Counsel Program. The passage of Proposition F in June 2018 set a policy priority for the City to provide legal representation at no cost to any tenant facing eviction. Mayor Breed and the Board added \$5.8 million to the Fiscal Year 2018-2019 budget to fund the creation of the program. The program kicked off at the end of calendar year 2018 after selection of a primary legal service provider through a competitive process.

## PROPOSITION A GENERAL OBLIGATION BOND

As described above, implementation of the voter-approved Prop A Bond funding was fully underway in 2017-2018. Expenditure highlights from the first issuance of the bond through June 30, 2018 include:

- » \$40 million in Public Housing Loans Agreement executed/ encumbered.
- » \$20 million in Low-Income Multifamily Loan Agreements executed/ encumbered.
- » \$6 million in Mission Set Aside Loan Agreements expended.
- » \$13 million in Low-Income Small Sites Program deals closed .
- » Middle-Income Downpayment Assistance Loans (DALP) and Teacher Next Door/Educator DALP fully subscribed.

## DOWNTOWN NEIGHBORHOOD PRESERVATION FUND

Ordinance 137-16, effective August 28, 2016, created the Downtown Neighborhood Preservation Fund (DNPF). Receipts into the fund will total \$40 million as described in the legislation. Through June 30, 2018, a total of \$17,672,361 has been received. These funds are currently committed to projects in MOHCD's housing pipeline, but as of June 30, 2018, no funds have been encumbered or disbursed.

## STUDENT HOUSING – ANNUAL MONITORING

MOHCD currently monitors two Student Housing Projects. Planning Code Section 415.3(F)(2) exempts Student Housing projects from the Inclusionary Housing requirements if certain criteria are met. Project sponsors must submit to MOHCD an annual monitoring fee and report that addresses the following:

1. The Post-Secondary Institution continues to own or control the Student Housing Project for a minimum of 5 years, evidenced by a lease or contractual agreement.
2. Occupants of the living space in the Student Housing project are students in good standing enrolled at least half time or more in the post-secondary Educational Institution or Institutions.

## EVICCTIONS FROM MOHCD-SUPPORTED HOUSING – ANNUAL MONITORING

The Administrative Code requires MOHCD to annually report the number of tenants receiving eviction notices, unlawful detainer notices filed in court, and the number of tenants who have been evicted from housing for which MOHCD has a loan agreement or lease with an affordable housing provider. In 2017-2018, the percent of residents evicted from MOHCD-sponsored developments was 0.63%. Please see [Appendix Table 8](#) for additional information.

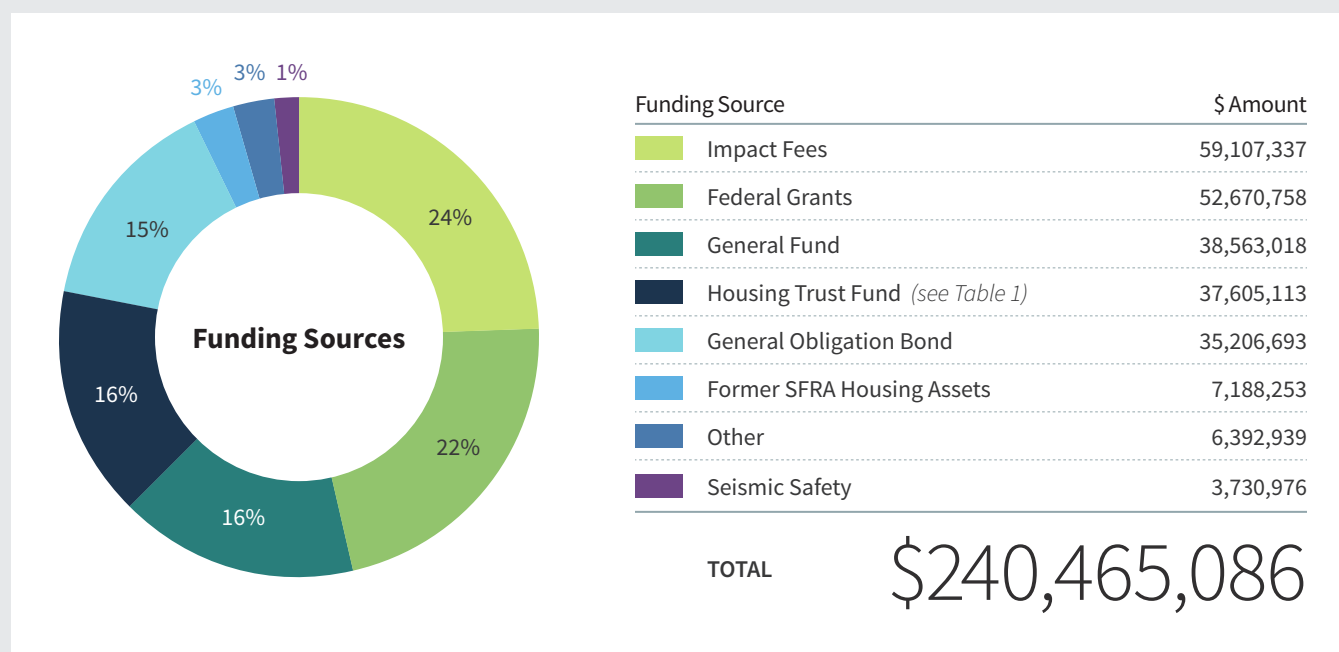
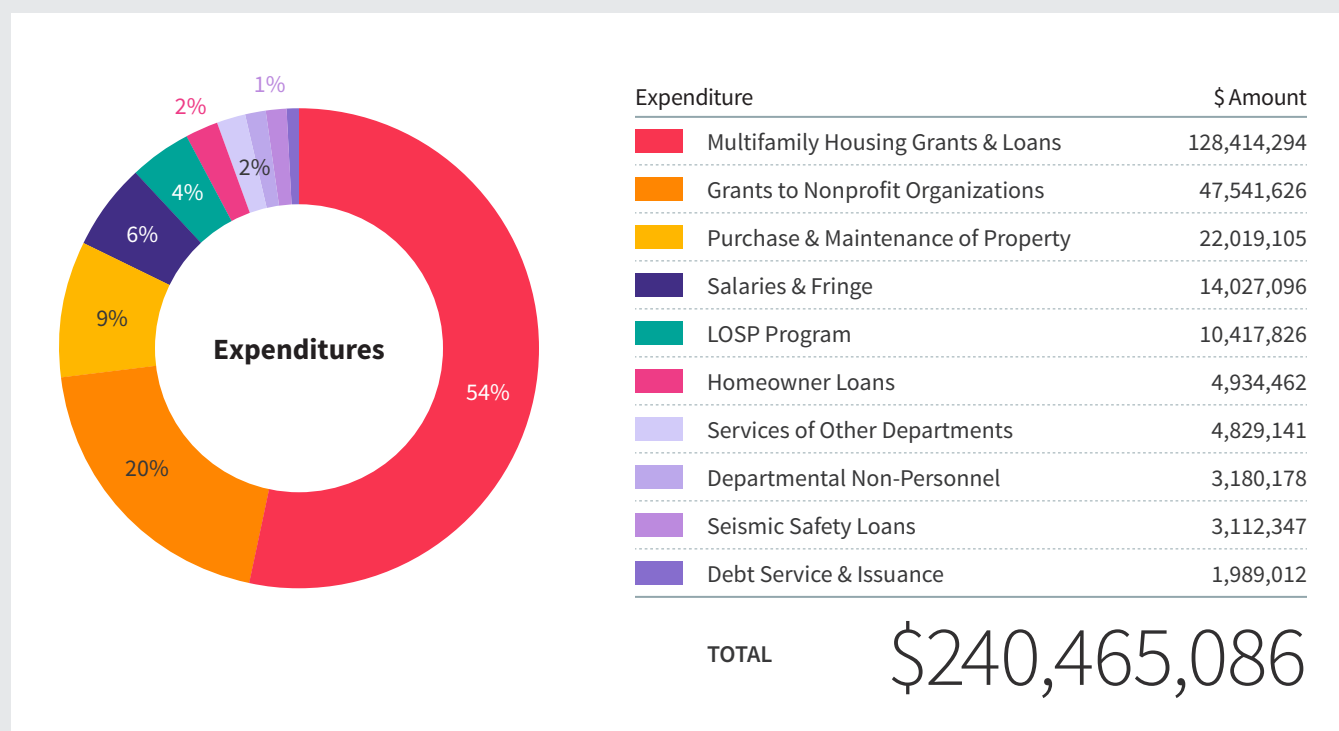


Panoramic Residence student housing, 1321 Mission Street.

## 2016 Student Housing Monitoring Assessment

|                                                |                                                |
|------------------------------------------------|------------------------------------------------|
| Name of Tenant                                 | California College of Arts                     |
| Property Address                               | Harriet Street Residences<br>38 Harriet Street |
| Master Lease                                   | March 8, 2013 to July 31, 2018                 |
| Total Number of Units                          | 23 Studio Apartments                           |
| Number of Students Enrolled at least Half-time | 31 (100%)<br>Assumes double occupancy          |
| Number of Students in Good Standing            | 31 (100%)<br>Assumes double occupancy          |
| Name of Tenant                                 | California College of Arts                     |
| Property Address                               | Panoramic Residence<br>1321 Mission Street     |
| Master Lease                                   | December 31, 2013 plus 10 years                |
| Total Number of Units                          | 80 Units / 120 rooms                           |
| Number of Students Enrolled at least Half-time | 189 (100%)<br>Assumes double occupancy         |
| Number of Students in Good Standing            | 189 (100%)<br>Assumes double occupancy         |

**APPENDICES**

**FIGURE 1. FY2017-2018 FUNDING SOURCES UTILIZED****FIGURE 2. FY2017-2018 CATEGORIES OF EXPENDITURES**

**TABLE 1. HOUSING TRUST FUND SUMMARY**

| Downpayment Assistance Loan Program                          |                        |
|--------------------------------------------------------------|------------------------|
| Program Area                                                 | FY2017-18 Expenditures |
| Downpayment Assistance Loan Programs                         | 1,705,270              |
| First Responders Downpayment Assistance                      | 1,119,750              |
| <b>Subtotal</b>                                              | <b>\$2,825,020</b>     |
| Housing Stabilization Programs                               |                        |
| Program Area                                                 | FY2017-18 Expenditures |
| Emergency Repair and Energy Efficiency Loans                 | 170,492                |
| Housing Counseling and Assistance                            | 1,141,183              |
| Eviction Defense/Prevention and Tenant Housing Stabilization | 3,080,536              |
| Small Site Acquisition/Rehab                                 | 656,542                |
| <b>Subtotal</b>                                              | <b>\$5,048,753</b>     |
| Complete Neighborhoods Infrastructure                        |                        |
| Program Area                                                 | FY2017-18 Expenditures |
| Grants for neighborhood improvements                         | 562,493                |
| <b>Subtotal</b>                                              | <b>\$562,493</b>       |
| Affordable Housing Development                               |                        |
| Program Area                                                 | FY2017-18 Expenditures |
| Multifamily Housing Loans and Grants                         | 25,910,915             |
| <b>Subtotal</b>                                              | <b>\$25,910,915</b>    |
| <b>Program Delivery</b>                                      | <b>\$3,257,931</b>     |
| <b>TOTAL Housing Trust Fund Expenditures</b>                 | <b>\$37,605,113</b>    |

**TABLE 2A. AFFORDABLE HOUSING FUND SUMMARY**

|                                     | Inclusionary  | Jobs-Housing | Market/Octavia | Eastern<br>Neighborhood<br>Mission & SOMA | Van Ness Ave | Expedited<br>Condominium<br>Conversion Program |
|-------------------------------------|---------------|--------------|----------------|-------------------------------------------|--------------|------------------------------------------------|
| Balances, 07-01-2017 to 06-30-2018  |               |              |                |                                           |              |                                                |
| Balances, 07-01-2017                | \$133,121,092 | \$72,590,697 | \$5,436,347    | \$4,609,137                               | \$3,175,920  | \$8,775,809                                    |
| Interest allocation for FY18        | \$2,028,788   | \$1,640,887  | \$92,754       | \$78,627                                  | \$113,324    | \$131,655                                      |
| Balances, 06-30-2018                | \$96,655,462  | \$74,049,742 | \$92,755       | \$3,625,378                               | \$3,289,244  | \$7,870,844                                    |
| Loan Encumbrances as of<br>6-30-18: | \$13,385,180  | \$105,451    | \$-            | \$1,081,020                               | \$-          | \$491,738                                      |

**TABLE 2B. AFFORDABLE HOUSING FUND SUMMARY** *Continued*

| FY 2017-2018 Project Expenditures      |                     |                  |                    |                                     |              |                                          |
|----------------------------------------|---------------------|------------------|--------------------|-------------------------------------|--------------|------------------------------------------|
|                                        | Inclusionary        | Jobs-Housing     | Market/Octavia     | Eastern Neighborhood Mission & SOMA | Van Ness Ave | Expedited Condominium Conversion Program |
| 1015 Shotwell                          | \$229,129           |                  |                    |                                     |              |                                          |
| 112 Middle Point                       | \$10,309            |                  |                    |                                     |              |                                          |
| 1296 Shotwell                          | \$1,930,023         |                  |                    |                                     |              |                                          |
| 1637 15th St                           |                     |                  |                    | \$105,780                           |              |                                          |
| 168-186 Eddy St /<br>210-238 Taylor St | \$1,344,866         |                  |                    |                                     |              |                                          |
| 1684-1688 Grove St                     | \$11,794            |                  |                    |                                     |              |                                          |
| 172-180 6th St                         |                     |                  |                    | \$956,606                           |              |                                          |
| 1950 Mission St                        | \$1,565,323         |                  |                    |                                     |              |                                          |
| 1990 Folsom St                         | \$4,233,258         |                  |                    |                                     |              |                                          |
| 2060 Folsom Street                     | \$1,047,789         |                  |                    |                                     |              |                                          |
| 2217 Mission St                        |                     |                  |                    |                                     |              |                                          |
| 29-35 Fair Ave                         | \$1,165,381         |                  |                    |                                     |              |                                          |
| 2976 23rd St                           | \$721,724           |                  |                    |                                     |              |                                          |
| 3001-3021 24th St                      |                     | \$181,842        |                    |                                     |              |                                          |
| 308 Turk                               | \$63,363            |                  |                    |                                     |              |                                          |
| 3329-3333 20th St                      |                     |                  |                    |                                     |              | \$1,036,620                              |
| 3353 26th St                           | \$1,872,810         |                  |                    |                                     |              |                                          |
| 3840 Folsom St                         | \$258,473           |                  |                    |                                     |              |                                          |
| 455 Fell St                            | \$4,899,831         |                  | \$5,436,347        |                                     |              |                                          |
| 462 Green St                           | \$14,078            |                  |                    |                                     |              |                                          |
| 4840 Mission St                        | \$901,989           |                  |                    |                                     |              |                                          |
| 490 South Van Ness                     | \$2,008,663         |                  |                    |                                     |              |                                          |
| 568-570 Natoma St                      | \$266,333           |                  |                    |                                     |              |                                          |
| 600 7th St                             | \$4,254             |                  |                    |                                     |              |                                          |
| 681 Florida St                         | \$1,240,641         |                  |                    |                                     |              |                                          |
| 70-72C Belcher St                      | \$29,058            |                  |                    |                                     |              |                                          |
| 730 Stanyan                            | \$2,770,663         |                  |                    |                                     |              |                                          |
| 735 Davis St                           | \$528,761           |                  |                    |                                     |              |                                          |
| 800 Presidio                           | \$418,418           |                  |                    |                                     |              |                                          |
| 861 Florida                            | \$1                 |                  |                    |                                     |              |                                          |
| 88 Broadway                            | \$861,913           |                  |                    |                                     |              |                                          |
| 95 Laguna St                           | \$9,435,797         |                  |                    |                                     |              |                                          |
| Upper Yard                             | \$659,775           |                  |                    |                                     |              |                                          |
| <b>Total FY18 expenditures</b>         | <b>\$38,494,418</b> | <b>\$181,842</b> | <b>\$5,436,347</b> | <b>\$1,062,387</b>                  | <b>\$-</b>   | <b>\$1,036,620</b>                       |

**TABLE 3. AFFORDABLE HOUSING FUND EXPENDITURES**

|                                                        | Funds Expended      | # of Units Assisted | Type of Housing        |
|--------------------------------------------------------|---------------------|---------------------|------------------------|
| 1015 Shotwell                                          | \$229,129           | 10                  | Small Sites Program    |
| 112 Middle Point                                       | \$10,309            | 100                 | Public Hsg Replacement |
| 1296 Shotwell                                          | \$1,930,023         | 94                  | Senior                 |
| 1637 15th St                                           | \$105,780           | 16                  | ENP                    |
| 168-186 Eddy St / 210-238 Taylor St                    | \$11,248,121        | 113                 | Family                 |
| 1684-1688 Grove St                                     | \$11,794            | 3                   | Small Sites Program    |
| 172-180 6th St                                         | \$956,606           | 75                  | ENP                    |
| 1950 Mission St                                        | \$1,565,323         | 157                 | Family                 |
| 1990 Folsom St                                         | \$4,233,258         | 143                 | Family                 |
| 2060 Folsom Street                                     | \$1,047,789         | 127                 | Family                 |
| 2217 Mission St                                        | \$2,264,152         | 8                   | Small Sites Program    |
| 29-35 Fair Ave                                         | \$1,165,381         | 4                   | Small Sites Program    |
| 2976 23rd St                                           | \$721,724           | 14                  | Small Sites Program    |
| 3001-3021 24th St                                      | \$181,842           | 45                  | Small Sites Program    |
| 308 Turk                                               | \$63,363            | 20                  | Small Sites Program    |
| 3329-3333 20th St                                      | \$1,036,620         | 10                  | Small Sites Program    |
| 3353 26th St                                           | \$1,872,810         | 11                  | Small Sites Program    |
| 3840 Folsom St                                         | \$173,572           | 4                   | Small Sites Program    |
| 455 Fell St                                            | \$10,336,178        | 108                 | Family                 |
| 462 Green St                                           | \$14,078            | 6                   | Small Sites Program    |
| 4840 Mission St                                        | \$1,245,952         | 114                 | Family                 |
| 490 South Van Ness                                     | \$2,008,663         | 81                  | Family                 |
| 568-570 Natoma St                                      | \$266,333           | 5                   | Small Sites Program    |
| 600 7th St                                             | \$4,254             | 150                 | Family                 |
| 681 Florida St                                         | \$1,240,641         | 130                 | Family                 |
| 70-72C Belcher St                                      | \$29,058            | 5                   | Small Sites Program    |
| 730 Stanyan                                            | \$2,709,961         | 120                 | Family                 |
| 735 Davis St                                           | \$976,512           | 53                  | Senior                 |
| 800 Presidio                                           | \$418,418           | 50                  | TAY                    |
| 88 Broadway                                            | \$1,500,000         | 125                 | Family                 |
| 95 Laguna St                                           | \$9,435,797         | 79                  | Senior                 |
| Upper Yard                                             | \$659,775           | 130                 | Family                 |
| <b>Total Expenditures or Units Assisted in FY17-18</b> | <b>\$59,663,219</b> | <b>2110</b>         |                        |

**TABLE 4. SMALL SITES REVENUES & COMMITMENTS**

| Fee Revenue & Interest Received      |          |          |           |           |           |           |           |              |
|--------------------------------------|----------|----------|-----------|-----------|-----------|-----------|-----------|--------------|
| FY 10-11                             | FY 11-12 | FY 12-13 | FY 13-14  | FY 14-15  | FY 15-16  | FY16-17   | FY17-18   | TOTAL        |
| 6,745                                | 153,668  | 918,694  | 3,070,553 | 2,461,460 | 9,381,725 | 3,993,720 | 1,489,673 | \$21,476,238 |
|                                      |          |          |           |           |           |           |           |              |
| Expenditures                         |          |          |           |           |           |           |           |              |
| Project Expenditure                  |          |          |           | FY 14-15  | FY 15-16  | FY16-17   | FY17-18   | TOTAL        |
| 308 Turk St                          |          |          |           |           | 580,709   | 43,323    |           | \$624,032    |
| 380 San Jose Ave                     |          |          |           |           | 1,050,839 | 367,279   |           | \$1,418,118  |
| 642-646 Guerrero St                  |          |          |           |           | 1,481,708 | 118,306   |           | \$1,600,014  |
| 70-72C Belcher St                    |          |          |           |           | 1,581,460 |           |           | \$1,581,460  |
| 1684-1688 Grove St                   |          |          |           |           | 1,102,025 | 161,151   | 11,794    | \$1,274,970  |
| 1500 Cortland Ave                    |          |          |           |           | 176,556   | 677,165   | 322,656   | \$1,176,377  |
| 1015 Shotwell                        |          |          |           |           |           | 2,579,602 | 229,129   | \$2,808,731  |
| 2217 Mission                         |          |          |           |           |           | 2,264,152 |           | \$2,264,152  |
| 462 Green                            |          |          |           |           |           | 1,509,536 | 14,078    | \$1,523,614  |
| 4840 Folsom                          |          |          |           |           |           | 859,604   |           | \$859,604    |
| 70-72 Belcher                        |          |          |           |           |           |           | 29,058    | \$29,058     |
| 3840 Folsom                          |          |          |           |           |           |           | 173,572   | \$173,572    |
| 2976 23rd St                         |          |          |           |           |           |           | 721,724   | \$721,724    |
| 568-570 Natoma St                    |          |          |           |           |           |           | 266,333   | \$266,333    |
| 29-35 Fair Ave                       |          |          |           |           |           |           | 1,165,381 | \$1,165,381  |
| Encumbrance Balance at June 30, 2018 |          |          |           | 687,396   | 2,406,846 | 2,669,180 | 2,293,321 |              |
| Balance available                    |          |          |           |           |           |           |           | \$1,695,777  |

**TABLE 5A. HOUSING PREFERENCE ACTIVITIES**

| Certificate of Preference Program Activities          | 2017-2018 |
|-------------------------------------------------------|-----------|
| Requests for COP Certificates Processed               | 182       |
| COP Certificates Issued                               | 37        |
| COP Holders Who Secure Rental Housing                 | 33        |
| COP Holders Who Secure Ownership Housing              | 2         |
| <b>Total Certificate of Preference Holders Housed</b> | <b>35</b> |

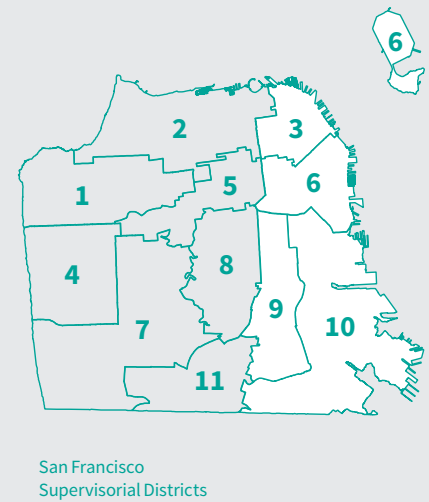
| Displaced Tenants Housing Preference (DTHP) Program Activities              | 2017-2018  |
|-----------------------------------------------------------------------------|------------|
| Requests for DTHP Certificates Processed                                    | 261        |
| DTHP Certificates Issued                                                    |            |
| Ellis Act Eviction Certificates Issued                                      | 49         |
| Owner Move In Eviction Certificates Issued                                  | 63         |
| Fire Victim Displacee Certificates Issued                                   | 17         |
| <b>Total Certificates Issued</b>                                            | <b>129</b> |
| DTHP Holders Who Secure Rental Housing by Lottery                           | 35         |
| DTHP Holders Who Secure Ownership Housing by Lottery                        | 7          |
| <b>Total Displaced Tenant Housing Preference Certificate Holders Housed</b> | <b>42</b>  |

**TABLE 5B. HOUSING PREFERENCE ACTIVITIES** *Continued*

| Neighborhood Resident Housing Preference (NRHP) Program Activities        |  | 2017-2018 |
|---------------------------------------------------------------------------|--|-----------|
| New Developments with NRHP                                                |  | 11        |
| Rental                                                                    |  |           |
| Developments                                                              |  | 6         |
| Units                                                                     |  | 46        |
| Ownership                                                                 |  |           |
| Developments                                                              |  | 5         |
| Units                                                                     |  | 51        |
| Applications Processed                                                    |  | 2,608     |
| NRHP Preference Granted in Completed Projects                             |  | 416       |
| NRHP Applicants Who Secure Rental Housing by Lottery                      |  | 4         |
| NRHP Applicants Who Secure Ownership Housing by Lottery                   |  | 4         |
| Total Neighborhood Resident Housing Preference Certificate Holders Housed |  | 8         |

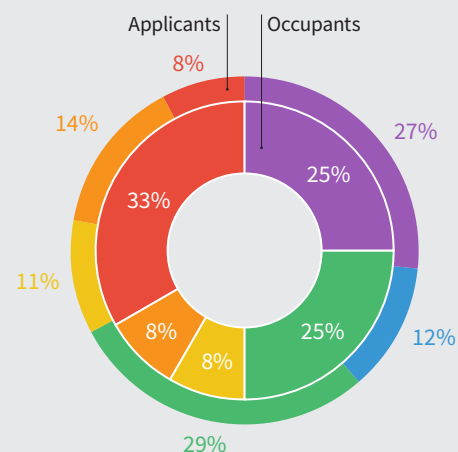
**TABLE 6. NEIGHBORHOOD HOUSING PREFERENCE ACTIVITIES BY SUPERVISOR DISTRICT**

| Neighborhood Resident Housing Preference (NRHP) Program |          |                  |                 |
|---------------------------------------------------------|----------|------------------|-----------------|
| District                                                | Projects | Set-a-Side Units | NRHP Applicants |
| 1                                                       | 0        | 0                | 0               |
| 2                                                       | 0        | 0                | 0               |
| 3                                                       | 1        | 4                | 44              |
| 4                                                       | 0        | 0                | 0               |
| 5                                                       | 0        | 0                | 0               |
| 6                                                       | 5        | 16               | 1320            |
| 7                                                       | 0        | 0                | 0               |
| 8                                                       | 0        | 0                | 0               |
| 9                                                       | 1        | 2                | 308             |
| 10                                                      | 4        | 12               | 936             |
| 11                                                      | 0        | 0                | 0               |
| Total                                                   | 19       | 34               | 2608            |

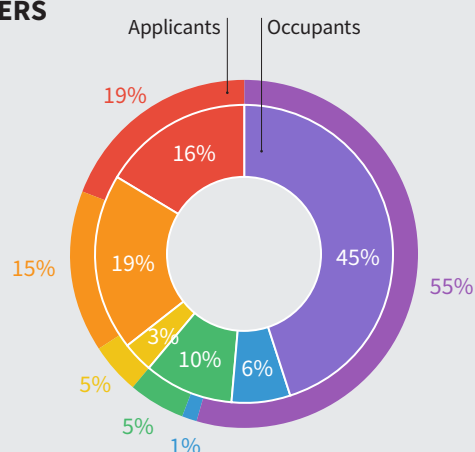


**TABLE 7A. DEMOGRAPHICS OF NEW BELOW MARKET RATE TENANTS**

| BMR Tenants FY2017-2018 / 2 Projects - 12 Units * | Applicants   | Occupants |
|---------------------------------------------------|--------------|-----------|
| Asian/Pacific Islander                            | 922          | 3         |
| Black/African American                            | 403          | 0         |
| Hispanic/Latino                                   | 981          | 3         |
| Other                                             | 364          | 1         |
| White                                             | 488          | 1         |
| Unknown                                           | 265          | 4         |
| <b>Total</b>                                      | <b>3,423</b> | <b>12</b> |

**TABLE 7B. DEMOGRAPHICS OF NEW BELOW MARKET RATE HOMEOWNERS**

| BMR Tenants FY2017-2018 / 2 Projects - 12 Units * | Applicants | Occupants |
|---------------------------------------------------|------------|-----------|
| Asian/Pacific Islander                            | 338        | 14        |
| Black/African American                            | 8          | 2         |
| Hispanic/Latino                                   | 32         | 3         |
| Other                                             | 29         | 1         |
| White                                             | 94         | 6         |
| Unknown                                           | 117        | 5         |
| <b>Total</b>                                      | <b>618</b> | <b>31</b> |



\* Project Lottery in FY2017-2018

**TABLE 8. EVICTIONS FROM MOHCD-ASSISTED HOUSING**

|                                                                          |        |
|--------------------------------------------------------------------------|--------|
| Number of Developments                                                   | 318    |
| Number of Affordable Units in the Developments                           | 20,960 |
| Number of Households living in the Developments during the Entire Period | 25,252 |

| Total Number of Households Receiving Eviction Notices | % of  | Total Number of Unlawful Detainer Actions Filed in Court | % of  | Total Number of Households Evicted from Developments | % of  |
|-------------------------------------------------------|-------|----------------------------------------------------------|-------|------------------------------------------------------|-------|
| 2,478                                                 | 9.81% | 326                                                      | 1.29% | 160                                                  | 0.63% |

**FIGURE 3. PERFORMANCE MEASURES****Public Services Program Area**

|                                                                                     |                                                                |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------|
|    | Domestic Violence Services                                     |
|    | Eviction Prevention                                            |
|    | Financial Education                                            |
|    | Homeless Services                                              |
|    | Housing Access                                                 |
|    | HOPE SF                                                        |
|    | Housing Opportunities for Persons with AIDS (HOPWA)            |
|    | Legal Services                                                 |
|    | Service Connection                                             |
|   | Skill Development, Educational Support and Workforce Readiness |
|  | Sustainable Homeownership                                      |

**Other Community Development Program Area**

|                                                                                     |                                            |
|-------------------------------------------------------------------------------------|--------------------------------------------|
|  | Capital                                    |
|  | Community Building & Neighborhood Planning |

**Performance Measure**

Number of survivors of domestic violence receiving shelter, case management and/or legal services

| 2017-18 Goal | Actual     | % of Goal   |
|--------------|------------|-------------|
| <b>750</b>   | <b>777</b> | <b>104%</b> |

**Performance Measure**

Number of individuals receiving legal representation

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>3,800</b> | <b>4,174</b> | <b>110%</b> |

**Performance Measure**

Number of individuals receiving tenant education and counseling

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>2,300</b> | <b>2,516</b> | <b>109%</b> |

**Performance Measure**

Number of individuals receiving short-term rental assistance

| 2017-18 Goal | Actual     | % of Goal   |
|--------------|------------|-------------|
| <b>385</b>   | <b>462</b> | <b>120%</b> |

**Performance Measure**

Number of individuals whose evictions have been prevented

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>3,000</b> | <b>3,288</b> | <b>110%</b> |

**Performance Measure**

Number of individuals receiving credit counseling and repair services

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>400</b>   | <b>1,181</b> | <b>295%</b> |

**Performance Measure**

Number of individuals provided with financial counseling, education, and coaching

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>1,000</b> | <b>2,401</b> | <b>240%</b> |

**Performance Measure**

Number of individuals moved into more stable housing

| 2017-18 Goal | Actual     | % of Goal  |
|--------------|------------|------------|
| <b>220</b>   | <b>169</b> | <b>77%</b> |

**Performance Measure**

Number of individuals receiving assistance in accessing housing, including preparing for successful rental application

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>2,400</b> | <b>3,384</b> | <b>141%</b> |

**Performance Measure**

Number of residents participating in community building activities across four HOPE SF sites and eight RAD sites

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>825</b>   | <b>1,044</b> | <b>127%</b> |

## Performance Measure

Number of public housing residents that achieve 75% of their goals from case management service plans

| 2017-18 Goal | Actual     | % of Goal  |
|--------------|------------|------------|
| <b>226</b>   | <b>192</b> | <b>85%</b> |



## Performance Measure

Number of individuals who achieve at least 75% of their service plan

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>700</b>   | <b>1,037</b> | <b>148%</b> |



## Performance Measure

Number of nonprofit service providers receiving capital improvements to their facilities

| 2017-18 Goal | Actual    | % of Goal   |
|--------------|-----------|-------------|
| <b>12</b>    | <b>15</b> | <b>125%</b> |



## Performance Measure

Number of individuals more stably housed

| 2017-18 Goal | Actual     | % of Goal   |
|--------------|------------|-------------|
| <b>524</b>   | <b>537</b> | <b>102%</b> |



## Performance Measure

Number of individuals trained in foundational competencies

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>2,000</b> | <b>2,139</b> | <b>107%</b> |



## Performance Measure

Number of nonprofit service providers receiving Capital Needs Assessments

| 2017-18 Goal | Actual   | % of Goal  |
|--------------|----------|------------|
| <b>12</b>    | <b>7</b> | <b>58%</b> |



## Performance Measure

Number of individuals housed in long-term residential care facilities

| 2017-18 Goal | Actual     | % of Goal   |
|--------------|------------|-------------|
| <b>162</b>   | <b>164</b> | <b>101%</b> |



## Performance Measure

Number of individuals provided with pre-purchase education and counseling

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>3,500</b> | <b>3,652</b> | <b>104%</b> |



## Performance Measure

Number of community and public spaces improved through capital investments

| 2017-18 Goal | Actual   | % of Goal |
|--------------|----------|-----------|
| <b>5</b>     | <b>-</b> | <b>0%</b> |



## Performance Measure

Individuals receiving full-scope legal representation (does not include eviction prevention clients)

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>1,800</b> | <b>2,754</b> | <b>153%</b> |



## Performance Measure

Number of new homeowners created

| 2017-18 Goal | Actual     | % of Goal   |
|--------------|------------|-------------|
| <b>190</b>   | <b>222</b> | <b>117%</b> |



## Performance Measure

Number of community based organizations receiving grants through community grantmaking process

| 2017-18 Goal | Actual    | % of Goal   |
|--------------|-----------|-------------|
| <b>14</b>    | <b>32</b> | <b>229%</b> |



## Performance Measure

Number of individuals receiving case management as an element of service connection

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>986</b>   | <b>1,445</b> | <b>147%</b> |



## Performance Measure

Number of residents engaged in opportunities for neighborhood involvement

| 2017-18 Goal | Actual       | % of Goal   |
|--------------|--------------|-------------|
| <b>730</b>   | <b>3,909</b> | <b>535%</b> |



**TABLE 9. COMMUNITY DEVELOPMENT GRANTEES**

- AIDS Legal Referral Panel of the SF Bay Area
- America Works of California, Inc.
- Anders & Anders Foundation
- APA Family Support Services
- APA Family Support Services, fiscal sponsor of Samoan Community Development Center
- APA Family Support Services, fiscal sponsor of YMCA of San Francisco (Bayview)
- Asian Americans Advancing Justice - Asian Law Caucus
- Asian Neighborhood Design, Inc.
- Asian Pacific American Community Center
- Asian Pacific Islander Legal Outreach (dba of Nihonmachi Legal Outreach)
- Asian Women's Shelter
- Bay Area Legal Aid
- Bayanihan Equity Center
- Bayview Association for Youth
- Bayview Hunters Point Clinic (a site of Marin City Health & Wellness Center)
- Bayview Hunters Point Multipurpose Senior Services, Inc.
- Bernal Heights Neighborhood Center
- Bindlestiff Studio
- Booker T. Washington Community Service Center
- Boys & Girls Clubs of San Francisco
- BRIDGE Regional Partners, Inc.
- Brilliant Corners
- Catholic Charities CYO of the Archdiocese of San Francisco
- Causa Justa :: Just Cause
- Central American Resource Center - CARECEN - of Northern California
- Central City Hospitality House
- Central Market Community Benefit Corporation
- Chinatown Community Development Center, Inc.
- Chinese for Affirmative Action
- Chinese Newcomers Service Center
- Chinese Progressive Association, Inc.
- City College of San Francisco
- Collective Impact, DBA Mo' Magic
- Community Awareness & Treatment Services, Inc.
- Community Housing Partnership
- Community Technology Network of the Bay Area
- Community Youth Center of San Francisco
- Compass Family Services
- Compasspoint Nonprofit Services
- Consumer Credit Counseling Service of San Francisco dba BALANCE
- Corporation for Supportive Housing
- Dolores Street Community Services
- Donaldina Cameron House
- EARN, Inc., fiscal sponsor of the Office of the Treasurer
- Edgewood Center for Children and Families
- Enterprise Community Partners, Inc.
- Episcopal Community Services of San Francisco
- Equality & Inclusion in Hospitality, Inc.
- Eviction Defense Collaborative, Inc.
- Filipino American Development Foundation
- Filipino-American Development Foundation, fiscal sponsor of Filipino Community Center
- Filipino-American Development Foundation, fiscal sponsor of Pin@y Educational Partnerships (PEP)
- Filipino-American Development Foundation, fiscal sponsor South of Market Community Action Network
- Five Keys Schools and Programs
- Friendship House Association of American Indians
- Gay, Lesbian, Bisexual, Transgender Historical Society
- Good Samaritan Family Resource Center of San Francisco
- GRID Alternatives
- Gum Moon Residence Hall
- Hamilton Families
- Hearing and Speech Center of Northern California
- Heluna Health
- Homebridge, Inc.
- Homeless Children's Network
- Homeless Prenatal Program, Inc.
- Homeownership San Francisco
- Homies Organizing the Mission to Empower Youth (HOMEY)
- Housing and Economic Rights Advocates
- Independent Living Resource Center-- San Francisco
- Institute on Aging
- Instituto Laboral de la Raza, Inc.
- Jamestown Community Center
- Jewish Vocational and Career Counseling Service
- Justice & Diversity Center of the Bar Association of San Francisco
- Justice Now, fiscal sponsor of the Transgender Gender Variant Intersex Justice Project
- Kearny Street Workshop, Inc.

**TABLE 9. COMMUNITY DEVELOPMENT GRANTEES**

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| <ul style="list-style-type: none"> <li>• Kulintang Arts, Inc.</li> <li>• La Casa de las Madres</li> <li>• La Raza Centro Legal, San Francisco</li> <li>• La Raza Community Resource Center, Inc.</li> <li>• Larkin Street Youth Services</li> <li>• Lavender Youth Recreation and Information Center, Inc.</li> <li>• Lawyers' Committee for Civil Rights of the San Francisco Bay Area</li> <li>• Legal Assistance to the Elderly, Inc.</li> <li>• Legal Services For Children, Inc.</li> <li>• Lower Polk Community Benefit District</li> <li>• Maitri Compassionate Care</li> <li>• Mercy Housing California</li> <li>• Mercy Housing California XVII, A California Limited Partnership</li> <li>• Mission Area Health Associates</li> <li>• Mission Asset Fund</li> <li>• Mission Bit</li> <li>• Mission Economic Development Agency</li> <li>• Mission Housing Development Corporation</li> <li>• Mission Language and Vocational School</li> <li>• Mission Neighborhood Centers, Inc.</li> <li>• Mujeres Unidas y Activas</li> <li>• MyPath</li> <li>• Northeast Community Federal Credit Union</li> <li>• Northern California Community Loan Fund</li> <li>• Northern California Presbyterian Homes and Services, Inc.</li> <li>• Open Door Legal</li> <li>• Openhouse</li> <li>• Pilipino Senior Resource Center</li> </ul> | <ul style="list-style-type: none"> <li>• Portola Family Connection Center, Inc.</li> <li>• Positive Resource Center</li> <li>• Potrero Hill Neighborhood House</li> <li>• Prevent Child Abuse - California</li> <li>• Providence Foundation of San Francisco</li> <li>• Q Foundation: AIDS Housing Alliance</li> <li>• Rafiki Coalition for Health and Wellness</li> <li>• Rebuilding Together San Francisco</li> <li>• Renaissance Entrepreneurship Center</li> <li>• Richmond District Neighborhood Center, Inc.</li> <li>• Rockwood Leadership Institute</li> <li>• Safe &amp; Sound</li> <li>• San Francisco Beautiful</li> <li>• San Francisco Community Empowerment and Support Group, Inc.</li> <li>• San Francisco Community Land Trust</li> <li>• San Francisco Conservation Corps</li> <li>• San Francisco Fire Fighters' Toy Program</li> <li>• San Francisco Housing Development Corporation</li> <li>• San Francisco Lesbian Gay Bisexual Transgender Community Center</li> <li>• San Francisco Parks Alliance</li> <li>• San Francisco Senior and Disability Action</li> <li>• San Francisco Study Center, Incorporated, fiscal sponsor of the Housing Rights Committee of San Francisco</li> <li>• Self-Help for the Elderly</li> <li>• SF CLOUT</li> <li>• SFMade, Inc.</li> <li>• Southeast Asian Community Center</li> <li>• Sunset District Community</li> </ul> | <ul style="list-style-type: none"> <li>Development (dba Sunset Youth Services)</li> <li>• Swords to Plowshares: Veterans Rights Organization</li> <li>• Tabernacle Community Development Corporation</li> <li>• Tenants and Owners Development Corporation (TODCO)</li> <li>• Tenderloin Housing Clinic, Inc.</li> <li>• The Arc San Francisco</li> <li>• The Center for Common Concerns, Inc.</li> <li>• The San Francisco AIDS Foundation</li> <li>• The Tides Center, fiscal sponsor of PODER</li> <li>• The Tides Center, fiscal sponsor of the Arab Resource and Organizing Center</li> <li>• TMC Development Working Solutions</li> <li>• Toolworks</li> <li>• United Playaz, Inc.</li> <li>• Upwardly Global</li> <li>• Urban Ed Academy, Inc.</li> <li>• Urban Solutions, Inc.</li> <li>• Veterans Equity Center</li> <li>• Vietnamese Youth Development Center</li> <li>• West Bay Pilipino Multi-Services, Inc.</li> <li>• Women's Audio Mission</li> <li>• Wu Yee Children's Services</li> <li>• Young Community Developers, Inc.</li> <li>• Young Men's Christian Association of San Francisco (Bayview Branch)</li> <li>• YMCA of San Francisco (Bayview Branch)</li> <li>• YMCA of San Francisco (Bayview Branch), fiscal sponsor of Together United Recommitted Forever (T.U.R.F.)</li> <li>• YMCA of San Francisco (Chinatown Branch)</li> <li>• YMCA of San Francisco (Urban Services Branch)</li> </ul> |
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